

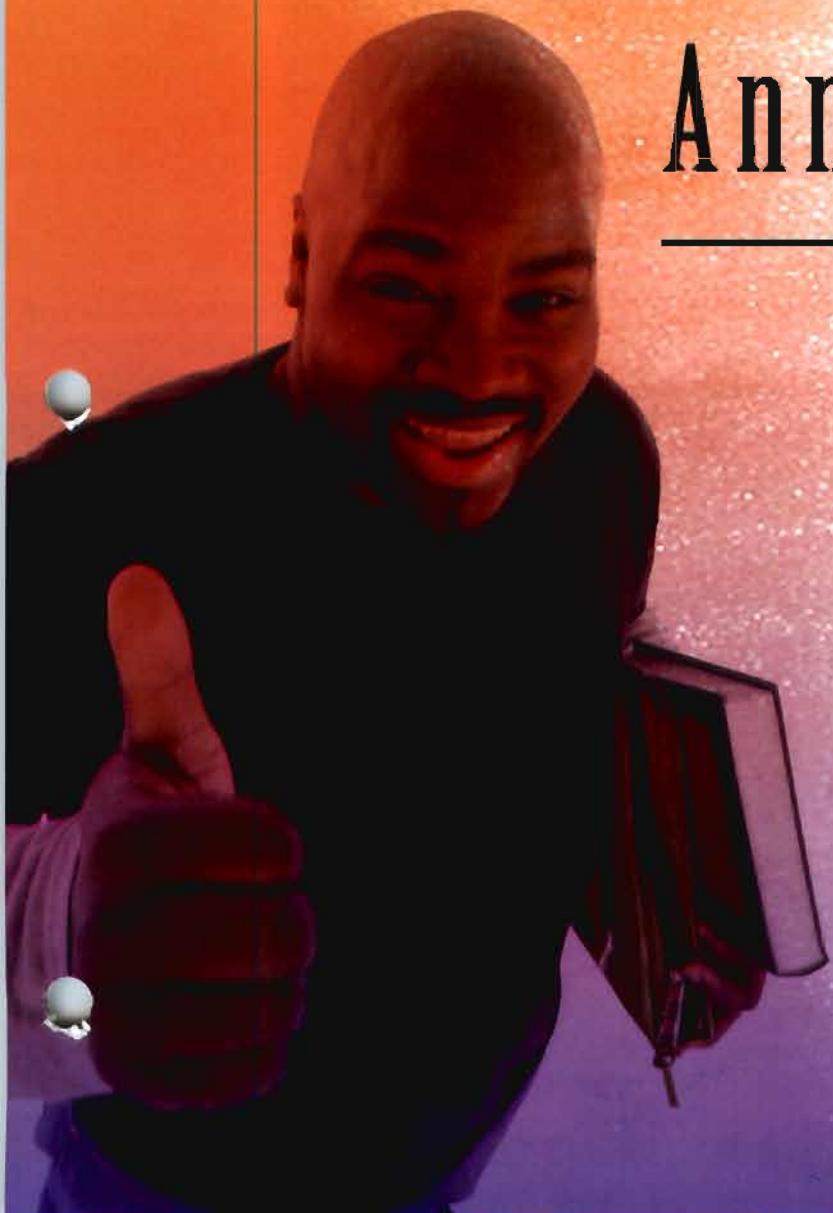


ENDUMENI MUNICIPALITY

Annual Report

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Introduction



Introduction

Municipal Manager

The new Endumeni Municipality came into being on 5th December 2000 as a result of Government's institutional restructuring of the system of local government. Municipalities in general have experienced significant service delivery, administrative and financial challenges as a result of the previous amalgamation process following the first democratic municipal elections. Solutions, which were to be affordable and sustainable in the long term, therefore had to be sought if the Municipality wanted to continue with its service delivery and meet development challenges. As a result of this additional financial pressure, which were experienced by municipalities, the Cabinet allocated funds to assist in this regard. In terms of the Section 12 notice the Municipality functions as a Municipality with a plenary executive council as contemplated in Sections 3(b) of the Determination of Types of Municipality Act, 2000 (Act No. 1 of 2000). The Council consists of 12 Councillors of whom no one is a full-time Councillor. The Endumeni Local Municipality is established as a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act, 1998.

The economy of the region depends to a large extent on agricultural activities, industrial and commercial activities and to a lesser extent on tourism. Industrial growth at this point in time is poor. However, prospects for the development of tourism are excellent and all endeavors are being made to utilize this opportunity. Further statistical data is available in the detailed IDP review. The administration, accounting and service delivery functions have all been managed and coordinated from the offices in Dundee in exactly the same manner, as had been done prior to the elections in December 2000. The explanation for this lies in the fact that most of the infrastructure and staff are based in Dundee, Glencoe, and Wasbank. The municipality was therefore not overly burdened with the amalgamation of staff or equipment, but had only to attend to the challenges surrounding incorporation of an additional area of jurisdiction. During the 2008/2009 fiscal year, significant progress has been made in the following key strategic areas.

- Conversion of Sibongile/Sithembile Hostels into Family units.
- Allocation of R19 167 371.00 for Housing Projects within Endumeni area of jurisdiction.
- Endumeni Aids Projects.
- Refinement Institutional Plan.
- Refinement of Job Evaluation.
- Refinement of Spatial Development Framework.
- Review of Endumeni Integrated Development Plan.
- Refinement of Endumeni Financial Plan.
- Development of Gender Equality and Poverty Reduction Strategy.
- Development of Housing Sector Plan.
- Development of Transportation Plan.
- Refinement of Comprehensive Organizational Performance Management System.
- Compilation of SDBIP.
- Out sourced Electrical Meter Audit Function.
- Outsourced Debt collection function.

I would like to thank the Executive Committee, Members of Council and Staff for their continued support during difficult times, that has culminated in the 2008/2009 Municipal Year being a major success.

I thank you!

D B CEBEKHULU

**MUNICIPAL MANAGER
ENDUMENI MUNICIPALITY**



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Foreword



On Monday 1st October 2007 the Endumeni Municipal Council reconvened to restructure its office bearers following the floor crossing window period which occurred during September 2007. Of the 12 Endumeni Councillors present on this day, 6 were aligned to the Inkatha Freedom Party, 4 are aligned to the African National Congress and 2 were aligned to the Democratic Alliance. The seat of Speaker was bestowed on Cllr. D Singh of the IFP afterwhich Cllr. (Ms) W N Mbatha of the IFP was elected Mayor, Cllr. A M Raubenheimer of the DA was elected as Deputy Mayor and Cllr. (Ms) R T Nukani of the ANC was elected as Executive Committee Member.

When I assumed the seat of Mayor I realised instantly that this task is a formidable one and being the first citizen of Endumeni a great deal of responsibility was entrusted upon me. In my experiences during the course of the year I came to realise that the task to lead a municipality is extremely challenging, and one can only succeed if one has the full co-operation of both the Political component (Councillors) and the Administrative component (Officials). I can safely say that both Councillors and Officials have placed all their energies to ensure good service delivery and sound performance as depicted in this Annual Report.

On the evening of Monday, 12 May 2008 we were greeted with shock and horror when we learnt of the senseless and untimely death of Councillor P M Nxele. On this night Cllr. Nxele was shot 4 times and killed in his driveway, and until the perpetrators are brought before justice, it can only be assumed that he had died because of his steadfast role and stance that he took in fighting corruption. We will surely miss him and the vibrant contributions that he made at Council meetings.

Through these trying times the Endumeni Council gained from strength to strength and re-united to ensure that its purpose is fulfilled no matter what the consequences are.

Foreword

Her Worship The Mayor Cllr. W N Mbatha (Ms)

May I therefore, in conclusion thank all Councillors and Officials for providing me with their guidance, experience, knowledge and expertise to steer the Endumeni ship forward to ensure a better life for our community and future generations to come.

I thank you.

**CLLR W N MBATHA (MS)
MAYOR: ENDUMENI MUNICIPALITY**



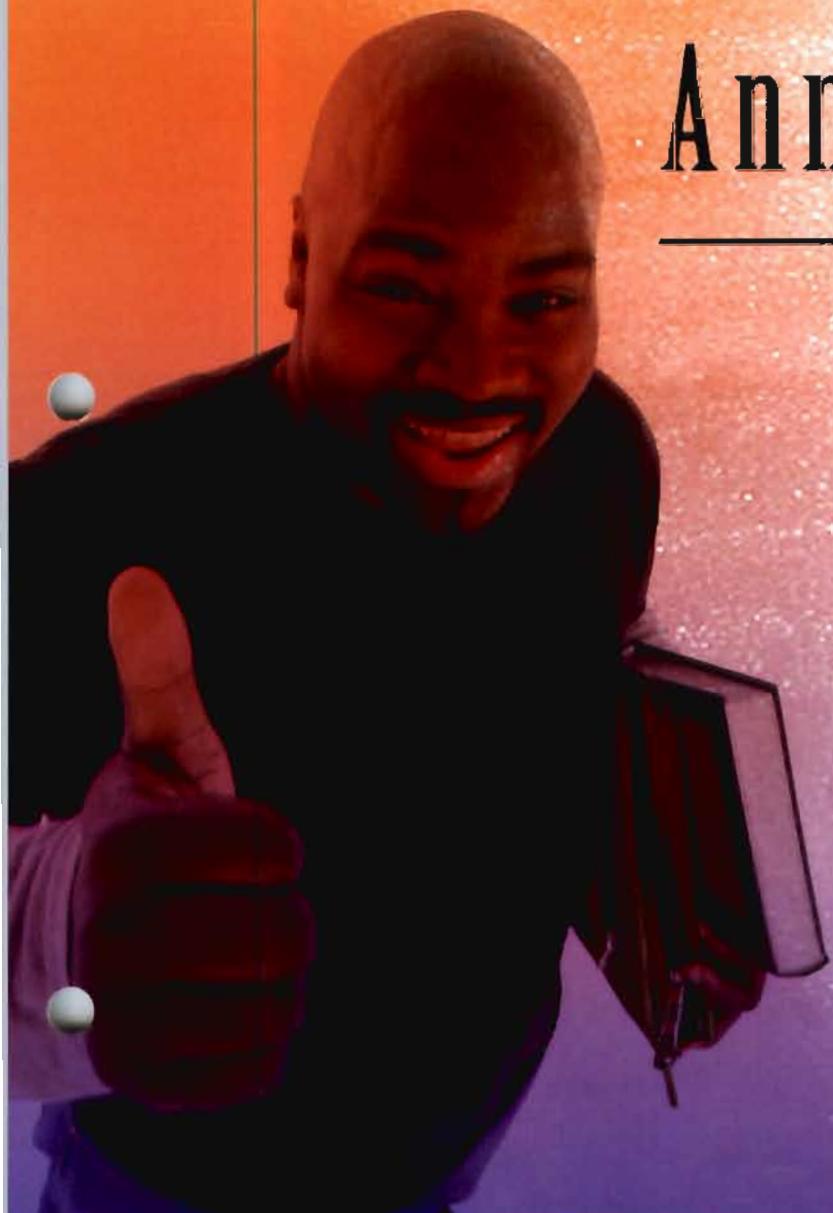
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Chapter 1

**Introduction &
Overview of
Municipality**



Endumeni Municipality is located 360 kilometres South East of Johannesburg and 290 kilometres North of Durban. The area is located adjacent the Biggarsberg in the foothills of the Drakensberg. The Municipality is generally accessed by turning off the N3 highway onto the N11 then proceeding onto the R68 into the Municipal area.

Endumeni municipal area is one of four local authorities forming the uMzinyathi District Municipality. The local municipalities comprising the District are:

- Endumeni (KZ 241)
- Nquthu (KZ 242)
- Msinga (KZ 244)
- uMvoti (KZ 245)

Endumeni has the smallest population but the largest economy of the local authorities in the District, focussing as it does on the main urban areas of Dundee and Glencoe.

Demographic/Social Issues

The Endumeni Municipality (KZ241) comprises the towns of Dundee, Glencoe and Wasbank, together with a number of farms astride MR 33; MR 68 and DR 602. It should be noted that no Ingonyama Trust land is located within the Municipal Area.

The population of the Local Authority area, as determined in the 2001 census, was 50 762 people, of which 70,1% were of African origin. The gender split was relatively evenly balanced at 50,95 for females to 49,02 for males. The majority of the population (59%) was under the age of 29 years old, with 32 % being of school going age at between 5 – 19 years of age. Despite the large percentage of very young people, the population pyramid does not indicate the normal situation of a large base with most people being in the youngest age groups (under 4 years). In this instance, there are more people in the age group between 5 and 10 years, than 0 to 4 years. It is apparent that the higher infant mortality rate can be directly related to the HIV/Aids pandemic. This is supported by the fact that the adult population in the 20 – 29 year age group is also disproportionately small.

15% of the population of Endumeni has no education. This comprises mainly those over the age of 50 years. A relatively high percentage (14%) of the population of the Municipal area has a senior certificate, tertiary or other higher education. This augurs well for the future economic development of the area. There is nonetheless a shortage of schools to serve the education needs of the area's population.

Per capita income is generally low, with 54% having no income, and 25,55% earning less than R18000 per annum.

Over 75% of the population of Endumeni live in formal urban housing, whilst another 10% of the community lives in informal housing in Endumeni. Thirteen Percent of the population lives on rural farms in the area. Present estimates are that an additional 1200 sites are required.

Service Infrastructure

As regards infrastructural services, approximately 72,4% of the population has access to potable water, whilst 77% of household have flush toilets. 66% of households within Endumeni are also supplied with electricity. In comparison to rest of the District Municipality, the people of Endumeni are generally significantly better off in terms of access to service infrastructure.

Moreover, 84% of the population has good access to telephone services either within their dwellings or nearby.

The Municipal area is well connected by rail, being served by both the main line between Durban and Johannesburg which passes through Glencoe, and a spur line which links Glencoe to Dundee and Varied, and from where it links to the Richards Bay/ Gauteng mainline.

It is also well served by a network of inter- and intra-regional transportation routes, which includes links to Ladysmith, Newcastle, Dannhauser, Vryheid and Greytown via Pomeroy and Tugela Ferry, as well as links to Nqutu and beyond.

The standard of roads throughout the Dundee area is high, there being a 100 km of the surfaced road, with only approximately 10 km not being surfaced, primarily in the smallholdings area.

In the Glencoe area, approximately 60 km of road is surfaced, with about 30 km not being surfaced.

Conventional road storm water drainage exists in most of the urban areas.

There is however, a need to focus on the upgrading of rural access roads within Endumeni.

The urban areas are well serviced with regard to refuse removal, with 72% of the population have a weekly or other type of municipal refuse removal service. A new regional solid waste disposal site is under construction at Glencoe.

As regards Cemeteries, there are cemeteries located in Dundee, Sibongile, Glencoe, Sithembile and Wasbank.

The Dundee/ Sibongile cemetery still has approximately 12 000 available sites, with an expected life of 20 years, whilst Glencoe/ Sithembile and Wasbank have 5000 sites, with an expected life of 5 years; and 1660 sites, with an expected life of 20 years respectively.

Since the cemetery at Sithembile is likely to be full in 5 years, this might necessitate an extension of this or one or more of the other cemeteries in the relatively near future.

Economic Matters

The key economic sectors in terms of the 2001 Census data within Endumeni included:

- Social Services – 22,16%
- Trade – 13,64%
- Private household/domestic workers – 13,49%
- Farming – 9,57%
- Manufacturing - 7,39%
- Business Services – 4,93%
- Construction – 4,5%
- Transport – 4,48%
- Mining – 1,47% and Utilities – 1,03%

This highlights the dominance of the service centre nature of the local economy, with the social services and trade sectors comprising 35% of the economy. It also highlights that Endumeni has a relatively well diversified local economy.

Tourism in particular, contributes significantly to the economy of Endumeni. This is dominated by cultural tourism, bearing in mind that Dundee is centrally situated to a number of Anglo-Zulu and Anglo-Boer war battlefields. The local Museum, Talana Museum, is one of the foremost museums in the country. Whilst Dundee is not a tourist destination *per se*, it forms a pivotal part of the northern KwaZulu-Natal tourism route.



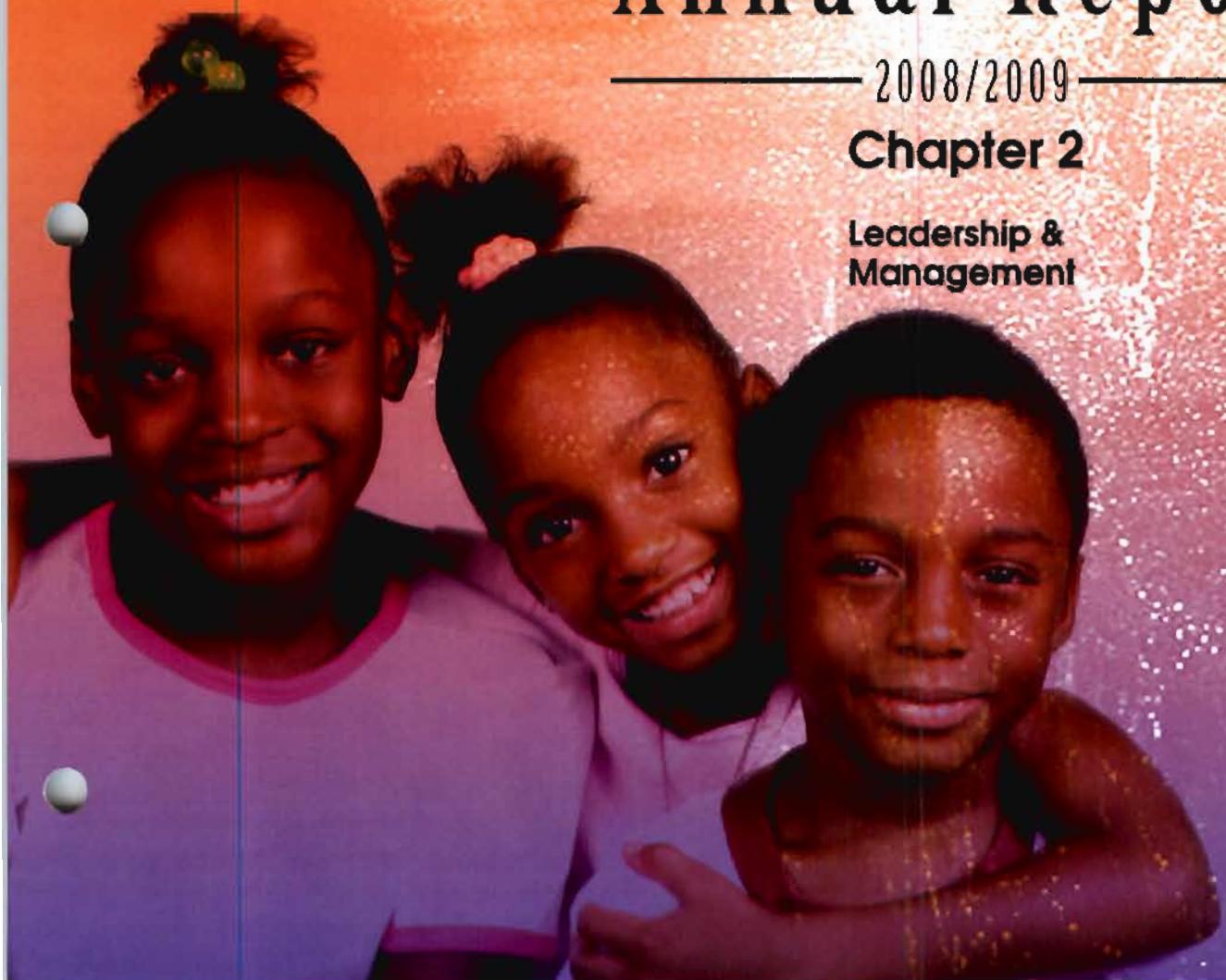
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Chapter 2

**Leadership &
Management**



Section 2.1: Political Leadership**Endumeni Council**

Cllr D Singh	Speaker	IFP
Cllr P M Bisram		ANC
Cllr T B Mkhize		IFP
Cllr Ms R T Nukani	Exco Member	ANC
Cllr Ms W N Mbatha	Mayor	IFP
Cllr Ms D P Nkosi		DA
Cllr A M Mthembu		ANC
Cllr E Adam		DA
Cllr A M Raubenheimer	Deputy Mayor	DA
Cllr Ms J A Tshabalala		IFP
Cllr S E Ndima		ANC
Cllr P G Mabilisa		IFP

Endumeni Executive Committee

Cllr Ms W N Mbatha	Chairperson - Mayor	IFP
Cllr A M Raubenheimer	Deputy Mayor	DA
Cllr Ms. R T Nukani	Exco Member	ANC

**Sub-Committees And
Representatives To Bodies/Institutions****Labour Forum Sub-Committee:**

Cllr Ms W N Mbatha
 Cllr Ms D P Nkosi
 Cllr P G Mabilisa
 Cllr P M Bisram
 Municipal Manager
 Manager Corporate Services
 Manager Technical Services
 Chief Financial Officer
 8 Union members

Sport & Recreation

Cllr P G Mabilisa - **Chairperson**
 Cllr A M Mthembu
 Cllr A M Raubenheimer

Staff Disciplinary Sub-Committee - Officials of Council**Staff Disciplinary Appeals Sub-Committee**
Officials of Council**Tender Sub-Committee - Officials of Council**

Finances & Services Sub-Committee

Cllr Ms W N Mbatha **Chairperson**
Cllr A M Raubenheimer
Cllr Ms R T Nukani

Remuneration

Cllr Ms W N Mbatha **Chairperson**
Cllr A M Raubenheimer
Cllr Ms R T Nukani

Housing & Hostels Sub-Committee

Cllr Ms W N Mbatha- **Chairperson**
Cllr Ms D P Nkosi
Cllr Ms R T Nukani

Arts & Culture Sub-Committee

Cllr Ms R T Nukani **Chairperson**
Cllr Ms D P Nkosi
Cllr T B Mkhize

Health, Gender, Youth & Disabled Sub-Committee

Cllr Ms W N Mbatha **Chairperson**
Cllr Ms D P Nkosi
Cllr Ms R T Nukani

Local Economic Development Forum Sub-Committee

Cllr Ms W N Mbatha **Chairperson**
Cllr S E Ndima
Cllr Ms D P Nkosi

Representatives of Bodies/Institutions

Pension Funds (Staff)

KwaZulu-Natal Joint Municipal/SALA

Representatives: Cllr T B Mkize
 Cllr P M Bisram
Alternate: Cllr A M Mthembu

SALA Pension Fund

Representatives: Cllr Ms J A Tshabalala
Alternate: Cllr A M Mthembu

Pension Fund (Councillors)

None

Kwanaloga

Representatives: The Mayor, Cllr Ms W N Mbatha
Municipal Manager
Alternate: Cllr A M Raubenheimer

Dundee & District Agricultural Society

Cllr S E Ndima
Cllr P G Mabilisa

Talana Museum/Endumeni Tourism

Battlefields Route Committee

Cllr T B Mkhize
Cllr P M Bisram
Cllr Ms D P Nkosi

Global Health Medical Scheme

National Council for the Aged

Representative: Cllr Ms J A Tshabalala
Alternate: Cllr Ms D P Nkosi

Kwanaloga Industrial Relations

Representative: Cllr P G Mabilisa
Alternate: Cllr P M Bisram

Community Police Forum

Cllr Ms J A Tshabalala Wasbank
Cllr Ms D P Nkosi Glencoe
Cllr A M Raubenheimer Dundee Forum

Environmental Education Centre

Cllr T B Mkhize
Cllr Ms D P Nkosi

Fire & Emergency Services Co-ordinating

Committee/Rural Metro

Cllr P G Mabilisa
Head: Safety & Security

Section 2.2: Management

- Structure of Executive/Senior Management.



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Chapter 3

**Vision &
Strategy**



Section 3.1: Municipal Vision

A Vision is a statement that indicates a desired future scenario, which may be idealistic, and which describes the desired future state towards which the Municipality is working. It must paint a picture that all can embrace and it must be sufficiently detailed for everyone to see the same picture. With this in mind, the following revised Vision for the Endumeni Municipality was adopted.

ENDUMENI

"Together in prosperity"

"Endumeni, being at the heart of the KwaZulu-Natal battlefields, is a dynamic, developmentally focused Municipality working in partnership with all its people for the promotion of the sustainable, harmonious and balanced development of its urban and rural communities."

Section 3.1.1 Municipal Mission

The same approach was taken in revising the Mission. A Mission describes the reason for the Municipality's existence and describes what the Municipality does, why it is doing it and for whom it is being done. These principles were applied while revising the Mission Statement of the Endumeni Municipality. The revised Mission Statement is as follows:

MISSION STATEMENT

To provide an effective system of governance and administration aimed at addressing the challenges confronting the Municipality, namely

- Planning for integrated, sustainable growth;
- Economic development;
- Social development;
- Integrated environmental development;
- The promotion of individual cultures;
- Empowerment, and
- Equity,

in a manner befitting our core values.

Section 3.1.2 Core Values

It is also good management practice for a municipality to adopt and inculcate a set of core values. The values of a municipality describe the relationship between people within the municipality as well as between the Municipality and its customers. The core values should express the beliefs, commitment and principles that guide decision-making and they should also endeavour to reflect the prevailing culture within the Municipality. In this regard, it was deemed appropriate for the Endumeni Municipality to adopt the core values of SALGA, as the umbrella body for local municipalities in the country.

With these guiding principles in mind, the following core values were adopted for the Endumeni Municipality:

CORE VALUES

- Responsiveness
- Focus
- Excellence
- Humanism
- Enthusiasm

Chapter 3	Vision and Strategy
	Section 3.2: Municipal Strategy
	<p>The 2008/ 2009 Fiscal Year Was Informed By:</p> <ul style="list-style-type: none"> • The issues raised in the IDP Forum • The issues raised by the MEC in a letter to the Municipality, directing that certain key issues be addressed • Issues raised by the Umzinyathi PIMSS Centre, following its review of Council's IDP • <p>Key Issues addressed in the 2008/ 2009 Fiscal Year</p> <ul style="list-style-type: none"> • The implementation of an Organisational Performance Management System or PMS, which has been finalized and a link established between the institutional system and the implementation of the IDP • An expansion of the Financial Plan to cover a five year period, and a refinement of the Capital Investment Plan so as to ensure that this is linked to Council's IDP projects budget, and that consideration be given to the possible impact of this on the operational expenditure of the Municipality • A review of the Endumeni IDP projects list in order to confirm its 09/10 and 10/11 priority project list, which would then need to be linked to the LA's proposed budget, whilst at the same time ensuring that these are integrated with the 09/10 budgets of service providers

- A further refinement of the Spatial Framework in order to include guidelines for the Land Use Management System, and providing further details relating to the future development and investment required in respect of the lower order nodes within the Municipality.

Chapter 3

Vision and Strategy

- The further expansion of the Gender Equality Programme, including the preparation of an action plan.
- That the Municipality further engage with all service providers in order to verify and confirm multi-year project proposals and funding requirements
- Refinement of a housing sector plan and the further refinement of a transport sector plan.

Point of departure

Integrated Development Planning is the key initiative for local authorities to succeed in their new role as defined in the Constitution and other legislation such as the Municipal Structures Act and the Municipal Systems Act and Regulations. This new role broadens the focus of municipalities to incorporate community development projects aimed at addressing the disparities in service delivery within municipal areas. As its name suggests, the IDP is the driver of integrated planning and development. The IDP process is designed to inform decisions on matters such as municipal budgets, economic development and institutional transformation by means of consultative, systematic and strategic processes. The IDP, in fact, represents a five-year strategic plan of a municipality.

The IDP process presents a forum for identifying, debating and solving key issues in the municipal area, which then goes on to add the detail that becomes community and project specific. The

projects are required to be realistic, goal oriented and sustainable and financially viable.

The IDP process is a participative, interactive and dynamic process, which is used in developing a high-level five-year strategic plan for the Municipality. The IDP process presents the Endumeni Municipality with an opportunity to involve the public in establishing a realistic, sustainable development process and methodology that will move the Municipality towards becoming a developmental local authority as required in the legislation. The IDP therefore becomes the over arching plan for the Endumeni Municipality.

The IDP can also be described as:

- A process through which municipalities prepare strategic development plans for a five-year period.
- A product of the integrated planning process.
- The principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision making in municipalities.
- A tool for bridging the gap between the current reality and the vision of satisfying the needs of the whole community in an equitable and sustainable manner.
- A tool that enables the municipalities to develop strategic policy capacity to mobilize resources and to target their activities.
- A comprehensive strategic business plan for municipalities over the short and the medium term.

Legislative mandates

The legal mandates for developing and revising the IDP are found in the following Acts:

- *Section 153 of the Constitution* requires that municipalities manage their administration and budgeting and planning processes in such a way that they give priority to the basic needs of the communities and that they promote the social and economic development of the communities.
- *Section 84(1)(a) of the Municipal Structures Act* bestows the function and power upon municipalities to
 - carry out integrated development planning within their areas of jurisdiction.
- *Section 25(1) of the Municipal Systems Act* requires municipal councils to adopt a single inclusive strategic plan for the development of municipalities which:
 - Links, integrates and coordinates plans
 - Aligns resources
 - Forms policy which informs the budget
 - Is compatible with national and provincial plans
- *Section 34 of the Municipal Systems Act* requires municipalities to review and amend their IDPs on an annual basis in accordance with changing circumstances

Organisational Arrangements

Responsibility for Driving the Process:

The Department that is responsible for driving the IDP process in the Endumeni Municipality is the Technical Services Department, headed by the IDP Manager. Although the IDP Manager managed the process, this exercise was a team effort. The Municipal Manager, Management and Councilors provided guidance throughout the process. There is a general feeling that the process was managed well and there were effective structures in place. Ultimate responsibility though lies with the Municipal Manager.

Steering Committee Involvement:

A Steering Committee was formed which is able to accommodate a wide cross section of needs. It is comprised of management, councillors, government departments, community organisations and business. The committee managed the process well through holding regular meetings, which were generally well attended. Report backs to stakeholders also took place and it was found that the stakeholders participated meaningfully in the process. The IDP was approved and completed within the expected timeframes. There was also a process plan in place, which was, with some modifications, adhered to. The Committee was used as a "Think Tank" during the whole process, while the IDP Representative Forum was mainly used as a vehicle for driving the process forward.

Project Task Teams:

Project task teams were not established as head of department prioritised the projects and integrated them into their daily Departmental tasks.

Community and Stakeholder Participation:

It was found that community involvement is mainly by means of Ward Committee meetings that take place every second month. These committees were utilised during the IDP process although their function is not to deal exclusively with IDP related matters. There was consensus that the Ward Committee system is being used effectively in achieving meaningful community involvement. These committees are comprised of members of the community who are elected to serve on them. Public meetings also took place in 2002 and 2003, where communities were introduced to the municipal officials and then informed on how the Municipality functions.

Other stakeholders, such as business and community organisations also serve on the IDP Representative Forum.

An IDP Representative Forum is in place. This Forum has good and diverse representation. All of the key informants were in agreement that this Forum performed its functions well, that meetings were well attended, participation was enthusiastic, that the Vision and Mission of the Municipality were agreed upon, and that projects were properly prioritised.

Use of the IDP Guide Pack

Endumeni had access to the DPLG Guide Pack and this was used as a reference medium for developing the IDP and Process Plan. All of the key informants agreed that the Pack is good, effective and user-friendly.

Integration of Plans and Processes

There is consensus that strategies in the IDP document do address priority issues that were identified through an inclusive and participatory process. It was also agreed that the document addresses both the rural and urban issues although the rural and urban development requirements often differ considerably.

Alignment with Sector Departments

Workshops were held with the underlisted Sector Departments in order to ensure maximum alignment in terms of future projects, priorities and project funding vis a vis the implementation of projects, as reflected on the 2008/2009 IDP Projects list for the Municipal area:

- KZN Department of Transport,
- Land Affairs,
- Dept of Welfare & Population Development
- Dept of Minerals and Energy
- Umzinyathi PMSS Centre
- KZN DoT
- Dept of Agriculture
- Post Office
- Dept of Education
- Home Affairs
- Correctional Services
- Municipal Infrastructure Grants –MIG
- Uthukela Water
- SAPS

THE PROJECT IDENTIFICATION PROCESS

The process of reviewing, revising and updating the 2008/2009 IDP Projects Table was co-coordinated internally by the IDP Manager. A series of meetings was convened both individually and collectively with the various line-function Departments within the Municipality, as well as with the key Sector Departments, in order to identify projects that accorded with the Municipality's Vision. This resulted in the compilation of a comprehensive schedule of proposed projects.

An integrated development plan or IDP is a strategic operational business plan for assisting local authorities to integrate social, economic, sectoral, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas across the population in a manner that promotes sustainable growth, equity and justice.

The spatially-related component of an IDP is commonly referred to as the 'spatial development framework'.

A spatial development framework provides a broad indication of where the different types of land uses should take place within the Municipal area in order to achieve a range of land development objectives.



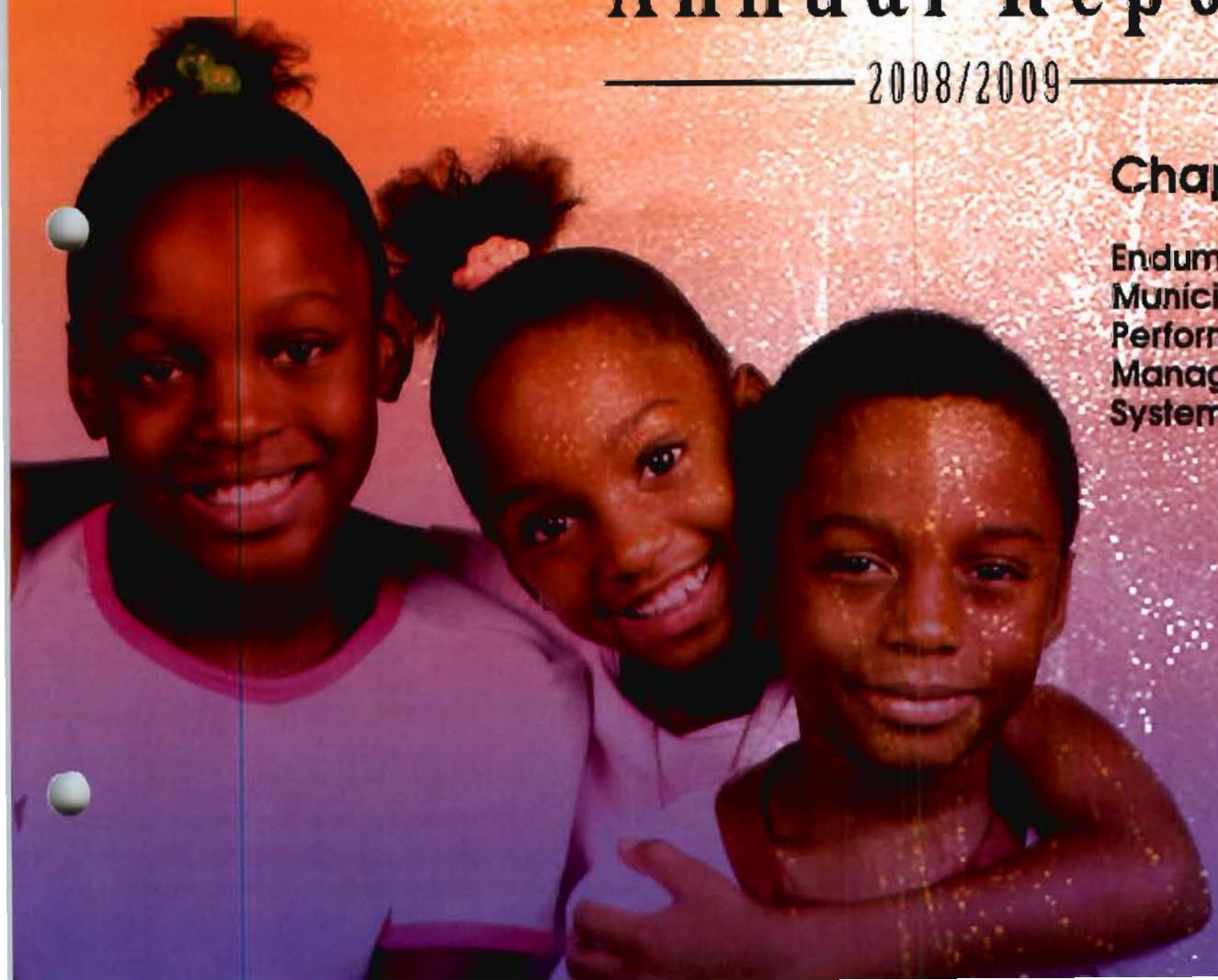
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Chapter 5

Endumeni
Municipality
Performance
Management
System



Section 5.1: Introduction

1. Introduction

The Endumeni Municipality has developed a fully-fledged Performance Management System (PMS) in terms of Chapter 6 of the Municipal System Act 32 of 2000. It has involved an extensive process to ensure that the system complies with legislative and policy requirements and a wide range of role players from outside as well as inside the Endumeni Municipality will be involved.

2. Legislative requirements for performance management

The legislative and policy framework for PMS includes the Constitution, The Municipal Systems Act, the Municipal Finance Management Act, Municipal Planning and Performance Management Regulations, The White Paper on Local Government and the Batho Pele principles.

The White Paper on Local Government (1998)

The White Paper on Local Government (1998) suggested that local government should introduce the idea of *performance management systems*. The White Paper noted that,

"Involving communities in developing some municipal key performance indicators increases the accountability of the municipality. Some communities may prioritise the amount of time it takes a municipality to answer a query; others will prioritise the cleanliness of an area or the provision of water to a certain number of households. Whatever the priorities, by involving communities in setting key performance indicators and reporting back to communities on performance, accountability is increased, and public trust in the local government system enhanced" (The White Paper on Local Government, 1998).

Batho Pele (1998)

Similarly, the White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service:

Chapter 5

Endumeni Municipality Performance Management System

The Municipal Systems Act (2000)

Government has taken this idea forward in the Municipal Systems Act (2000), which requires all municipalities to:

- Develop a performance management system
- Set *targets*, monitor and *review performance* based on indicators linked to their IDP
- Publish an *annual performance report* on performance for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of *general indicators* prescribed nationally by the minister responsible for local government
- Conduct an *internal audit* on performance before tabling the report.
- Have their annual performance report audited by the Auditor-General
- *Involve the community* in setting indicators and targets and reviewing municipal performance.

Municipal Planning and Performance Management Regulations (2001)

The Municipal Planning and Performance Management Regulations set out in detail the requirements for municipal PM systems. The Regulations state that any PMS must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review,

- Annually appoint a performance audit committee
- Provide secretarial support to the said audit committee

Municipal Finance Management Act

The Municipal Finance Management Act contains various important provisions related to performance management. It requires all municipalities to:

- Annually adopt a service delivery and budget implementation plan with service delivery targets and performance indicators.
- When considering and approving the annual budget set measurable performance targets for revenue from each source and for each vote in the budget.
- Compile an annual report, which must amongst others include a Municipality's performance report compiled in terms of the Systems Act.

3. PMS Process Plan

The PMS was developed in terms of a formal PMS process plan adopted by the Endumeni Municipal Council. The process plan sets out the phases and action steps to be followed in developing and implementing the system.

The deliverables for each of the phases were as follows:

PHASE 1: Starting the process of developing a performance management system**DELIVERABLES FROM THIS PHASE**

- Detailed project charter with timeframes
- Delegated responsibilities to the Municipal Manager
- Institutional arrangements to facilitate the development of a PMS

PHASE 2: Developing an organisational performance management system

DELIVERABLES FROM THIS PHASE

- Detailed situational analysis
- Public participation plan and structures to facilitate community involvement in developing the PMS
- Workshop for Councillors and senior management on performance management
- Organisational key performance indicators and targets set out in a Municipal Scorecard
- Departmental key performance indicators and targets set out in Departmental Scorecards
- Detailed performance management framework setting out inter alia how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted and managed
- Approved organisational Performance Management System

PHASE 3: Performance agreements for top management

DELIVERABLES FROM THIS PHASE

Written performance agreements for the Municipal Manager and all Heads of Departments.

PHASE 4: Develop an employee performance appraisal system

DELIVERABLES FROM THIS PHASE

Individual Performance Management Policy and Procedure Manual. Workshop for senior managers to enable them to implement the said Manual

PHASE 5: Conclude and sign off the project**DELIVERABLES DURING THIS PHASE**

- Project charter signed off as complete

4. Conclusion

The PMS process plan sets out the generally accepted principles, which will be applied in developing a system for the Endumeni Municipality, and clarifies the roles and responsibilities of the various roleplayers during the process. Copies of the said process plan are available upon request.

In terms of progress made in developing the PMS the following has been finalised too date:

- The delegation of responsibilities to the Municipal Manager
- Setting up institutional arrangements to facilitate the process
- The compilation of performance agreements and plans for the Municipal Manager and Heads of Departments
- The compilation of a manual to evaluate the performance of all Managers
- Conducting a PMS capacity building workshop for Councillors and senior managers.

In terms of a project charter a detailed Performance Management Framework was developed. The said Framework deals with the following matters and has been formally adopted by the Endumeni Municipality:

- The legislative framework for PMS
- PMS at various levels
- Objectives of the Endumeni PMS
- Principles informing the development of the PMS
- Preferred performance management model for Endumeni
- The process of managing performance and development
- The auditing of performance levels of key performance indicators
- General issues related to performance management

- An Audit Committee has been established and training completed.
- Minutes of the Audit Committee are enclosed .

- Key performance highlights for the year under review as considered by the Audit Committee and Endumeni Council in terms of section 40 of Municipal Systems Act 32 OF 2000.

Part C
MATTERS REFERRED
TO COUNCIL
FOR CONSIDERATION

C 01/30/07/09

ORGANISATIONAL AND INDIVIDUAL
PERFORMANCE MANAGEMENT SYSTEMS 2008/2009
[P 3/17(a)]

RESOLVED

THAT

1. The departmental scorecards of the Chief Financial Officer, Manager Corporate Services, and Manager Technical Services be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
2. The Endumeni Organizational scorecard be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
3. The Minutes of the Endumeni Audit Committee in respect of Endumeni Organizational Performance Review for the period 01 July 2008 to 30 June 2009 be noted.

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C 02/30/07/09

SERVICE DELIVERY BUDGET IMPLEMENTATION
PLAN: 3RD and 4TH QUARTER REPORTS SECTION 57
MANAGERS PERFORMANCE REPORTS 3RD and 4TH
QUARTER [P 3/17/(a)]

RESOLVED

THAT the Endumeni Municipality formally notes 3rd and 4th Quarter SDBIP reports, Section 57 Performance reports of the Municipal Manager, Manager Finance, Manager Corporate Services and Manager Technical Services as tabled with Endumeni audit committee minutes.

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Part C

MATTERS TO BE REFERRED TO COUNCIL FOR CONSIDERATION

C 01/30/07/09

ORGANISATIONAL AND INDIVIDUAL PERFORMANCE
MANAGEMENT SYSTEMS 2008/2009 [P3/17(a)]

REPORT: MUNICIPAL MANAGER

In terms of Council Resolution C 04/23/05/05 the Endumeni Municipality have adopted a Performance Management Framework for the Municipality and revised the framework in terms of Council Resolution C03/06/2006. The Framework has been advertised for public comment in terms of Government Notice No. R796, 24 August 2001. In terms of the Endumeni Municipality PMS Framework there is a requirement that the organizational and Departmental scorecards be submitted to the Executive Committee for consideration and review on a six monthly basis. The reporting should therefore take place in January 2009 (for the period 1 July 2008 to the end of December 2008) and for the period January 2009 to the end of June 2009. The Review in January 2009 will coincide with the mid-year performance assessment as per Section 72 of the MFMA. The Organizational scorecard is appended for the convenience of the Committee as per annexure "A". Departmental Scorecards are further appended as per annexure "B".

The Executive Committee in receiving the Departmental Scorecards submitted to it, will have to ensure the targets committed to have been met, where they are not, that satisfactory and sufficient reasons have been provided by senior management and the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed these must be adopted as formal resolutions of Council, minted and actioned accordingly. The minutes of the Audit Committee for performance management report fiscal year 2008/2009 are appended as per annexure "C".

IT IS

RECOMMENDED

THAT

1. The departmental scorecards of the Chief Financial Officer, Manager Corporate Services, and Manager Technical Services be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
2. The Endumeni Organizational scorecard be noted in terms of the Endumeni Organizational framework for the period 01 July 2008 to 30 June 2009;
3. The Minutes of the Endumeni Audit Committee in respect of Endumeni Organizational Performance Review for the period 01 July 2008 to 30 June 2009 be noted.



PMS SCORECARD FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2009

NAT KPA	LOCAL KPA	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2006	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
COST coverage	COST coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A/D+C/E)	Cost coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A/D+C/E)	Input	Financial System	Annual	5.1	5.1	5.1	5.1	5.1	5.1	5.1	Financial Services
Debt coverage	To measure the Relative viability of the Endowment Municipality	Debt Coverage as defined in the Municipal Planning and Performance Management Regulations (2001) (A/E-C/G)	Input	Financial System	Annual*	16.1	17.1	17.1	17.1	17.1	17.1	17.1	Financial Services
Service delivery	Service delivery	Outstanding Service Delays (to Respond as defined in the Municipal Planning and Performance Management Regulations (2001) (A-E/C))	Input	Financial System	Annual	4.6%	4.4%	4.4%	4.4%	4.4%	4.4%	4.4%	Financial Services
Integrated development planning	To align the Council's budget with the IOP	% of capital budget spent on projects as set out in the IOP	Input	Financial System	Bi-annually	\$ 6 000 000	\$ 6 000 000	20%	20%	20%	20%	20%	Financial Services
Trade revenue and debts	To effectively collect revenue	% collection against amounts due for taxes and rates	Input	Consumer Collection, Revenue	Bi-annual	70%	75%	75%	75%	75%	75%	75%	Financial Services

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD

1 JULY 2008

30 JUNE 2009												
LOCAL KPA	TOP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET 2008/9	TARGET FOR THE FIRST 4 MONTHS	ACTUAL FOR FIRST 4 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEPT
Electricity	To facilitate access to electricity for each consumer within Endumeni Municipality	% of households with electricity connections	Outcome	200/207 IDP	Annual	77.50%	78.00%	78.00%	78.00%	100% Compliance	Technical Services	
Fire fighting service	To ensure the delivery of a comprehensive fire fighting service	Extent to which service standards are met by service providers as per contract	Outcome	Monthly Reports	Bi Annually	Compliance Tender	Compliance Tender	Compliance Tender	Compliance Tender	Corporate Services		
Housing	To coordinate service delivery in respect of housing in Endumeni Municipality	Progress made with the implementation of the Housing Sector Plan	Output	Municipal project data	Bi Annual	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Technical Services		
Integrated development planning	To promote integrated planning	Number of houses constructed at the Sibongile, Sambule Hostel and Ext 18 Dlamini	Output	Municipal project data	Bi Annual	199	200 Houses	100 Houses	Nil	GEF DOCUMENTS DIRECTED TO PROVINCE	Technical Services	
Municipal roads and stormwater	Upgrade and maintain Municipal roads within the LM	Kilometers of municipal roads annually upgraded and maintained	Process	Municipal IDP Process plan	Bi Annual	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	100% Compliance	Technical Services	
Sanitation	To eradicate existing backlog in sanitation within 8 years	% households with access to a basic level of sanitation	Output	WSDP Financial System	Bi Annual	72280m ²	82 000m ²	\$1 000m ²	\$2 000m ²	100% Compliance	Technical Services	
Infrastructure and Services												
	Urban	Outcome	WSDP	Annual	85%	86%	90%	90%	90%	100% Compliance	Technical Services	
	Rural Communities	Outcome	WSDP	Annual	17%	27%	27%	27%	27%	100% Compliance	Technical Services	239
	Farmlands	Outcome	WSDP	Annual	100%	N/A	N/A	N/A	N/A	N/A	Technical Services	
	Endumeni LM	Outcome	WSDP	Annual	85%	90.1%	90.3%	90.3%	90.3%	N/A	Technical Services	
Waste Management	To facilitate integrated waste management	Monthly Report Manager Sanitation Services	Outcome	Bi Annually	80%	84%	85%	85%	85%	100% Compliance	Technical Services	
Water	To eradicate the backlog in water supply within 15 years	% households with access to basic water provision	Output	Outcome	%	%	N/A			Technical Services		
	Urban	Outcome	WSDP	Annual	95%	96%	96%	96%	96%	100% Compliance	Technical Services	
	Rural Communities	Outcome	WSDP	Annually	17%	27%	27%	27%	27%	100% Compliance	Technical Services	
	Farmlands	Outcome	WSDP	Annually	100%	N/A	N/A	N/A	N/A	100% Compliance	Technical Services	
	Endumeni LM	Outcome	WSDP	Annual	80%	90.3%	90.3%	90.3%	90.3%	100% Compliance	Technical Services	

NAT KPA	LOCAL KPI	IDP OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINE	ANNUAL TARGET (PERIOD)	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE DEP
Disaster Management	To ensure that the Disaster Management Plan is updated on a regular basis	Progress made with the annual update of the Disaster Management Plan	Outcome	Disaster Management Report	Annually	12 Reports	12	6	6	6	B	100%	Head: Safety & Security
Fire Fighting Service	To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement	Report on usage of Endumeni Fire Equipment	Outcome	Monthly Report	Bi-Annually	12 Reports	12	6	6	6	C	100%	Head: Safety & Security
Information Technology	To improve operationalization	Progress made with Setting up Web-Site and computer training	Outcome	Computer and Web-Site	Bi-Annually	4	4	2	6	2	D	250%	Manager: Corporate Services
Employment Equity	To annually review Council's Employment Equity and submit to Department of Labour	Meeting the deadline for the Review and the Submission of the Report	Outcome	Visual HR Program	Bi-Annually	1	1	1	0	0	N/A	100%	Head: Administration
Human Resources Management	To monitor and control all levels	AO and Internal Audit Approval	Outcome	Electronic Register and Personnel Files	Annually	1	1	1	1	1	E	100%	Head: Administration
Workplace Skills	To advance the skills levels of the employees in Endumeni	Meeting Deadline for LOWESTA	Outcome	Skills Audit	Annually	Annual Report	1	1	1	D	N/A	100%	Head: Administration

ENDUMENI MUNICIPALITY
ORGANISATIONAL PMS SCORECARD
1 JULY 2008 - 30 JUNE 2009

1 JULY 2008 - 30 JUNE 2009

ENDOMENI MUNICIPALITY
ANNUAL SCORING
1 JULY 2008 - 30 JUNE 2009

ENDSMENTI MUNICIPALITY
NATIONAL SCORING
JULY 2008 - 30 JUNE 2009

NAPKA	LOCAL NPA	NIP Objective	KPI	Type	Source	Frequency	Timeline	Annual Target (Units/000)	Target for the First 6 Months	Actual for the Second 6 Months	Reason for Performance Status		Recommended Corrective Action		Responsible Dept
											Target for the Second 6 Months	Actual for the Second 6 Months	Reason for Performance Status	Recommended Corrective Action	
Law Enforcement	To create a safer road and traffic environment for all road users through education and law enforcement!	Law Enforcement	Outcome	Monthly Reports	Bi-Annually	1 000 000	1 000 000	600 000	105925	500 000	454581	85%	On Track	Head Safety & Security	
			Outcome	Monthly Reports	Bi-Annually	4 Road Blocks	4	7	4	6	6	183%	On Track	Head Safety & Security	
		Regular Auto Road Block	Outcome	Monthly Reports	Bi-Annually	Paint Roads as per Plan	50km	25km	11km	25km	25km	78%	On Track	Head Safety & Security	
			Outcome	Monthly Reports	Bi-Annually	School Visits	24	12	12	14	14	108%	On Track	Head Safety & Security	
	To render an efficient service in terms of testing to the residents of Durban!	Number of School Programmes	Outcome	Monthly Reports	Bi-Annually	1 300 000	1 300 000	650 000	1074170	650 000	1040857	103%	On Track	Head Safety & Security	
			Outcome	Monthly Reports	Bi-Annually	Accommodate all Applicants with Services	24	12	12	14	14	108%	On Track	Head Safety & Security	
		To organize district sports events.	Feedback on the Participation at Sports Event	Outcome	Record of Events	Annually	16	16	10	19	5	N/A	125%	On Track	Head Health Services
			Number of Events Facilitated per Annun	Outcome	Events	Annually	2	2	1	1	1	N/A	50%	On Track	Head Health Services
Social and Economic Development	To coordinate youth development opportunities in Durban and surrounding areas!	Implementation of Legislation	To Keep Up to Date	Outcome	Records	6 Monthly	2	2	1	1	1	1	100%	On Track	Head Legal & Estates
			To Keep Up to Date	Outcome	Records	Monthly	12	12	6	6	6	6	100%	On Track	Head Legal & Estates
		Execution of Council Decisions	Update By-Laws	Outcome	Records	Ongoing	12	12	6	2	6	6	100%	On Track	Head Legal & Estates
			To Keep Up to Date	Outcome	Records	6 Monthly	Actual	Actual	Actual	199	6	163	-	On Track	Head Legal & Estates
	Timely stamping and issuing of clearance certificates	Upholding of By-Laws	Legal Advice and Agendas Checked	Outcome	Records	Monthly	18	18	9	11	9	19	167%	On Track	Head Legal & Estates
			To Keep Up to Date	Outcome	Records	Monthly	Actual Applications	Actual Applications	Actual	4	Actual	2	-	On Track	Head Legal & Estates
		Practices pertaining to Town Planning and Landscaping (Imprisoned and procedure required)	To Keep Up to Date	Outcome	Records	Monthly Reports	28 000	28 000	14 000	3305	14 000	72190	74%	On Track	Head Legal & Estates
			Rebuild Number of Vehicles	Outcome	Monthly Reports	Bi-Annually	2 Events	2 Events	2 Events	2	3	1	2	187%	On Track
Local and Economic Development	To provide an efficient museum service for the eastern and southern KwaZulu-Natal, South Africa and Internationally	Takara Museum	Number of Functions Held	Outcome	Documents	Bi-Annually	1 000	1 000	500	452	500	621	113%	On Track	Head Administration
			To Ensure correct and efficient date on museum collections	Cross Check all Museum Items	Archival Documents	Bi-Annually	1 000	1 000	500	452	500	621	113%	On Track	Head Administration
		Research, visitor requests - research	To Establish efficient data base or archive	To Collate and Establish Computerized Data Bases	Archival Documents	Bi-Annually	2 000	2 000	1 600	4428	1 600	1210	284%	On Track	Head Administration
			To Research Requests from Visitors	Quarantine	Archival Documents	On Request	200	200	100	78	100	40	83%	On Track	Head Administration

REPORT CHIEF FINANCIAL OFFICER FOR THE PERIOD 1 July 2006 - 30 June 2007

ID#	PROJECTIVE	ACTUAL	BUDGET	FREQUENCY	EXPLANATION OF BUDGET DEFICITS	BUDGET LINE	INITIAL TARGET	TANTOFF	ACTUAL FOR PROJECT SECONDS & MONTHS	TARGET FOR THE FIVE MONTHS	ACTUAL FOR THE FIVE MONTHS	PERFORMANCE STATUS	CORRECTIVE ACTION	PILER OFFICIAL	
							MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	
Act100101	To New the entry in the inventories	Actual of current assets have increased to current liabilities	Financial Statement	Annual	The firm gave an indication of the inventories built by reason of short-term commitments from liquid or inventory current assets	6%	6%	6%	6%	5%	6%	6%	6%	6%	Financial Manager
Budget100101	To meet the MPA budgetary requirements	Completion and adoption of all annual budget programs (line item 21)	MPA	Annually	None	7%	Aug	Aug	Aug	Aug	7%	Aug	Aug	Aug	Financial Manager
Creditors	To pay creditors' debts on due date	Current debts	Creditors Periodic System	Bi-monthly	The firm receives the same (line 11) 2007 credits. Major payments will include liquidity programs. Settlement of debts	45 days	45	1	45	35	45	30	30	30	Creditors Accountant Expenditure
Creditors Income	To monitor the effect of bad debts	Debtors are at risk of income	Credit Collection Report	Bi-monthly	The firm made no difficulties in recovering debts amounts as well as the amount of loan debts. A breakthrough ratio on 6.5% is an ideal ratio	4%	2%	3%	2%	2%	2%	2%	2%	2%	Creditors Accountant Income
Debtors	To reduce the balance velocity of the monetary	Average debtors period	Age Analysis	Bi-monthly	None	60 days	No entry	No entry	No entry	No entry	No entry	No entry	No entry	No entry	Chief Accountant Income
Outstanding Debts	Outstanding Debts	Outstanding Debts	Financial System	Annually	None	40%	44%	44%	44%	44%	44%	44%	44%	44%	Financial Manager
Financial Manager	To monitor the financial capacity of the business financially	Capital Management in relation to Judicial Payments and Performance Management (Regulations 2001) (JMPD-COG)	Judicial System	Annually	None	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1	6.1	Financial Manager
Financial Manager	To meet the MPA requirements	Completion and adoption of all annual budget programs (line item 21)	Financial System	Bi-monthly	None	10.1	11.1	12.1	12.1	12.1	12.1	12.1	12.1	12.1	Financial Manager
Financial statement	To monitor the financial statements in the office of the MPA	MPA	Annual	Bi-monthly	None	50%	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Aug	Financial Manager
Creditors in debts	To monitor and manage the growth in debts	Creditors Capital Report	Financial System	Bi-monthly	None	10.3 (net)	-12%	-12%	-12%	-12%	-12%	-12%	-12%	-12%	Accountant Income
Income	To enhance a steady income growth for Creditors	Growth in income	Budget Report	Bi-monthly	The firm which increased significantly the annual income in revenues, increases the number of customers. The firm has increased its sales and reduced its costs. Revenue Growth 12%	5%	6%	6%	6%	6%	6%	6%	6%	6%	Accountant Income
Income	To meet our financial obligations	Effect of working capital and other cashflows have been met	Financial System	Bi-monthly	None	100%	20th day of each month	20th day of each month	20th day of each month	20th day of each month	20th day of each month	20th day of each month	20th day of each month	20th day of each month	Accountant Income
Profit and loss reporting (Reimbursement)	To meet all legal financial reporting requirements	Financial Statement	Annually	Annually	The firm receives the order in which information is required for the preparation of annual accounts. 2007	30%	30%	30%	30%	30%	30%	30%	30%	30%	Financial Manager
Profit and loss	To meet performance targets established with the MPA	Financial Statement	Financial System	Bi-monthly	None	100%	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Financial Manager
Property Rights Act	To manage the implementation of the Property Rights Act (as adopted by section 101)	Annual Periodic Report	Bi-monthly	Annual	The firm gave an indication of the major activity in preparing a report derived from Section 101 of the Act	6%	6%	6%	6%	6%	6%	6%	6%	6%	Financial Manager
Return on capital invested	To calculate return on capital invested	Capital Returns Agreement	Financial Statement	Annually	The firm gave an indication of the major activity in preparing a report derived from Section 101 of the Act	100%	100%	100%	100%	100%	100%	100%	100%	100%	Financial Manager
Salems	To receive a portion of permanent return amounts from Salems	Permanent Return	Financial System	Bi-monthly	None	100%	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Progress made against target	Financial Manager
Statutory Audit	To ensure all funds are received by investors	Statutory Audit	Financial Statement	Annual	The firm which is subject to which client and the specific purpose has been utilized from financing purposes	100%	30%	30%	30%	30%	30%	30%	30%	30%	Financial Manager
Statutory Audit	To effectively conduct inspection	Statutory Audit	Statutory Audit	Bi-monthly	None	70%	75%	75%	75%	75%	75%	75%	75%	75%	Accountant Income

REPORT MANAGER TECHNICAL SERVICES FOR THE PERIOD 1 JULY 2008 TO 30 JUNE 2009

KPA	OBJECTIVE	KPI	TYPE	SOURCE	FREQUENCY	BASELINED-	ANNUAL TARGET 2008/09	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL	
								MONTHS	MONTHS	MONTHS	MONTHS				
	To access grant funding to extend the services to low income communities.	% Band value of grants received	Input	Municipal Financial System	Annual	R500 000	R2 000 000	R300 000	NIL	NIL	NIL	See documentation directed to Province	NIL	Manager Electrical	Mark
Electricity	To complete all projects underway and return the budget allocated	% progress made with electricity projects as per capital budget	Output	Municipal Financial System	Bi Annually	100%	100%	40%	95%	100%	100%	100% COMPLIANCE	COUNCIL APPROVAL July 2008 IN HAND	Manager Electrical	Mark
	To ensure the enforcement of bylaws by detection of offenders in residential and non-residential electrical meters	Number of enforcement per annum	Output	Municipal Financial System	Bi Annually	300	320	180	120	180	180	75% COMPLIANCE	Tender Awarded	Manager Electrical	Mark
	To regulate access to electricity for each consumer within Endemaco Municipality	% of households with electricity connections	Output	2007/11 IDP	Annual	72.50%	78.00%	78.00%	78.00%	78.00%	78.00%	100% COMPLIANCE	Tender Awarded	Manager Electrical	Mark
	To reduce electricity distribution losses	% reduction in electricity distribution losses	Input	Municipal Financial System	Annual	14%	15%	13%	13%	13%	13%	80% COMPLIANCE	See documentation directed to Province	Manager Electrical	Mark
Housing	To coordinate service delivery In respect of housing in Endemaco Municipality	Number of houses constructed at the Sibongile, Siyembile, Hlondi and Ext 18 Durban	Output	Municipal project data	Bi Annually	150	200 Houses 120 Single Quarters	100 Houses 65 Single Quarters	NIL	NIL	NIL	See documentation directed to Province	NIL	Manager Technical Services	Maureen
Integrated Development Planning	To promote integrated planning	Extent of compliance with the IDP review deadlines	Process	Municipal IDP Process Plan	Bi Annually	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	Compliance Process Plan	100% COMPLIANCE	Budget	Chief Financial Officer	Brent
Maintenance of Infrastructure	To ensure that Council's infrastructure are adequately maintained	% of Council's budget spent on maintenance	Input	Municipal Financial System	Annual	Budget 2007/2008 2.5%	Budget 2008/2009 3%	Budget 2008/2009 3%	Budget 2008/2009 3%	Budget 2008/2009 3%	Budget 2008/2009 3%	100% COMPLIANCE	NIL	Manager Technical Services	Mark
MiG	To effectively manage MiG funding	% of MiG allocation spent per annum	Output	MiG PAU Reports	Bi Annually	New Programming	Business Plan	100% to MiG cash flow	100% to MiG cash flow	100% to MiG cash flow	100% to MiG cash flow	100% COMPLIANCE	NIL	Manager Admin Services	Mark
Municipal Roads	Upkeep and maintenance of municipal roads within the LM	Progress made with roads and stormwater projects as per capital budget	Output	Municipal Financial System	Bi Annually	100%	100%	40%	15%	100%	100%	100% COMPLIANCE	Investigation to be conducted into capacity constraints of council plant and equipment	AM Manager Civil Services	Mark
Parks and Gardens	To maintain all parks, gardens and municipal verges	% Compliance as per service standard adopted by Council	Output	Monthly Report Manager Sanitation Services	Bi Annually	N/A	Per service standard to be adopted by Council	Completed as cycle every 6 weeks	70%	70%	70%	70% COMPLIANCE	Investigation to be conducted into capacity constraints of council plant and equipment	Manager Sanitation Services	Petras
Stormwater	To maintain and clean the stormwater network on a regular basis	% of catchpits cleaned annually	Output	Monthly Report Manager Technical Services	Bi Annually	30%	40%	20%	20%	40%	40%	100% COMPLIANCE	NIL	AM Manager Civil Services	Martin
Waste Management	To facilitate integrated Waste Management	% of households with a weekly refuse removal service	Output	Monthly Report Manager Sanitation Services	Bi Annually	80%	85%	85%	85%	85%	85%	100% COMPLIANCE	NIL	Manager Sanitation Services	Petro
		Extent of compliance of refuse site with DWAf regulations	Output	Monthly Report Manager Sanitation Services	Bi Annually	75%	85%	80%	80%	80%	80%	100% COMPLIANCE	NIL	Manager Sanitation Services & Manager Admin Services	Petras

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DSH Act	To facilitate implementation of OH&S Act Technical Services Dept only	Extent of compliance with Applicable sections of Act	Process	Monthly report Manager Admin. Technical Services	Bi Annual	Compliance Process Plan	Compliance to Process Plan	Compliance to Process's Plan	Compliance to Process Plan	100% COMPLIANCE	NIL	Manager Admin Technical Services
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ENDUMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
 2008/2009

REPORT MANAGER CORPORATE SERVICES FOR THE PERIOD 1 JULY 2008 - 30 JUNE 2009

KIA	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/2009	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	REASONS FOR PERFORMANCE STATUS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL	
	To protect, collate, protect and manage the heritage of the Endumeni and northern KwaZulu Natal areas for future generations	Report number of visitors and distribution of visitors by geographical area	Bi-Annually	28 000	28 000	14 000	0 195	14 000	12 100	74%	Head Administration	
	To provide an efficient museum service for the residents of Endumeni, KwaZulu-Natal, South Africa and internationally	Number of functions planned and executed per year	Bi-Annually	3 Events	3	2	3	1	2	167%	Head Administration	
Taland Museum	To ensure correct and efficient use of museum collection	Gems check of all museum items ensuring documentation is complete, accurate and up-to-date, photo of item for ID and insurance	Data/Information, Accession, Register Form	1 000	1 000	500	459	500	871	113%	Head Administration	
	To establish efficient data bank of archives	To collate document and establish computerised data base on archival holdings	Archival documents	Bi-Annually	2 000	2 000	1 000	4 128	1 000	1 200	204%	Head Administration
	Research - visitor requests - new findings	To research requests from visitors	Archival documents	On request by researcher As required for new exhibits	200	200	100	72	100	88	83%	Head Administration

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ENDUMENI MUNICIPALITY
CORPORATE SERVICES SCORECARD: REPORTING FORMAT
 2008/2009

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KPI	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASLINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR FIRST 6 MONTHS	TARGET FOR THE SECOND 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
Primary Health Care	Number of Meetings held by Professional Nurses	Records File of Minutes	Bi-Annually	12	12	6	6	6	6	6	100%	Chief Professional Nurse
	Number of Meetings held by The Clinic Committee	Records File of Minutes	Bi-Annually	4	4	2	2	2	3	3	125%	Chief Professional Nurse
	Number of Drug Management Inspections undertaken by Supervisor	Supervisory Report	Bi-Annually	12	12	0	0	0	6	6	100%	Chief Professional Nurse
	Number of Infectious Control and Disposal of Medical Waste	Supervisory Report	Bi-Annually	12	12	6	6	6	6	6	100%	Chief Professional Nurse
	Number of Complaints received from Clients	Records kept by Chief Professional Nurse	Bi-Annually	Actual Figures	0	0	0	0	0	5	100%	Chief Professional Nurse
	Number of Internal HIV/AIDS Awareness and Education Programmes conducted at the Clinics	Reports by Person in Charge/Coordinator	Bi-Annually	12	12	6	6	6	6	6	100%	Chief Professional Nurse
	Annual HIV/AIDS Awareness Campaign/Projects	Report by Co-ordinator	Annually	2	2	0	2	2	2	2	200%	Head Health Services
	To Mitigate the Effect of the HIV/AIDS Pandemic	Vessel Human Resources programme and Employment Equity	Bi-Annually	To Complete Annual Report	1	1	0	0	N/A	N/A	100%	Head Administration
	To annually review Council's Employment Equity and submit to Department of Labour	Meeting the deadline for the review and the submission date to Department	Bi-Annually									Head Administration
	Human Resources Management	AG and internal audits and opinion on status of above records	Annually	Actual Leave Application	Audited January 2009	0	1	1	0	N/A	100%	Head Administration
Workforce Skills	To monitor and control all leave	Employee and Personal files	Annually	Skills Audit Form	Report Annually	1	1	1	0	N/A	100%	Head Administration
Diodore Library	To advance the welfare of the employees of Endumeni	Meeting deadlines for the review and submission date to LQNGSETA	Bi-Annually	Number of Books issued	104 000	52 000	57 716	52 000	57 716	52 000	111%	Head Administration
	To render an efficient library service to the residents of Endumeni	Number of individual programmes conducted	Bi-Annually	Monthly Reports	10	5	11	5	4	4	100%	Head Administration
		Number of library visitors	Bi-Annually	Monthly Reports	120 000	60 000	57 688	60 000	57 688	60 000	111%	Head Administration

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NPA	OBJECTIVE	% KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2008/9	TARGET FOR THE FIRST 6 MONTHS	ACTUAL FOR THE SECOND 6 MONTHS	RECOMMENDED CORRECTIVE ACTION		RESPONSIBLE OFFICIAL	
									FOR THE FIRST 6 MONTHS	FOR THE SECOND 6 MONTHS		
Sibongile Library	To render an efficient library service to the residents of Endumeni	Number of books issued	Monthly Reports	Bi Annually	2 000	2 000	3 500	5 137	2 500	4 746	141%	Head Administration
	Number of educational programmes conducted	Monthly Reports	Bi Annually	8	8	4	8	4	4	9	213%	Head Administration
Watson Library	Number of library visitors	Monthly Reports	Bi Annually	24 000	\$ 24 000	12 000	32397	12 000	25691	205%	Head Administration	
	Number of books and other materials issued	Monthly Reports	Bi Annually	11 000	11 000	6 500	1973	5 500	1445	40%	Head Administration	
Glencoe Library	To render an efficient library service to the residents of Endumeni	Number of educational programmes conducted	Monthly Report	Bi Annually	6	6	3	0	3	N/A	PART TIME	Head Administration
	Number of library visitors	Monthly Reports	Bi Annually	-	-	-	-	-	-	-	Need Electronic Scanner	Head Administration
Native Ulitmate Registry	To render an efficient library service to the residents of Endumeni	Number of books issued	Monthly Reports	Bi Annually	70 000	70 000	45 000	28437	35 000	32472	84%	Head Administration
	Number of educational programmes conducted	Monthly Reports	Bi Annually	10	10	5	8	5	21	280%	Head Administration	
Business Licensing	To adequately manage and store all Council records	Records kept of inward and outward mail status or filing an application and Government Gazette	Registry Filing System	Bi Annually	80 000	80 000	40 000	41 600	40 000	46 745	131%	Head Administration
Council and Committee Work	To ensure that all categorised businesses complies with the Business Licensing Act	Number of Business Licences	Filing System - Licensing Records	Annually	Actual Figures	Actual	12	Actual	10	100%	Head Health Services	
	To enable the Council to meet and take decisions on deliverables	Number of Eme and County Meetings held plus	Attendance register and Minutes	Bi Annually	10	10	9	11	9	19	107%	Head Administration
Disaster Management	To ensure that the Disaster Management plan is updated on a regular basis	Progress made with the annual update of the Disaster Management Plan	Disaster Management Report	Bi Annually	12 Reports	12	6	6	6	100%	Head Safety & Security	
Fire Fighting Service	To ensure the delivery of a comprehensive fire fighting service in accordance with memorandum of agreement	Report on usage of Endumeni Municipal Equipment in use by Fire & Metro	Month-and Month Report	Bi Annually	12 Monthly Reports	12	6	6	6	100%	Head Safety & Security	
Information Technology	To improve communication	Progress made with setting up e-welfare for the Endumeni Municipality	Computer Training and Website Update	Bi Annually	4	4	2	4	4	200%	Manager Corporate Services	

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KPI	OBJECTIVE	KPI	SOURCE	FREQUENCY	BASELINE	ANNUAL REPORT 2004/05	REASONS FOR PERFORMANCE STATUS		RECOMMENDED CORRECTIVE ACTION	RESPONSIBLE OFFICIAL
							TARGET FOR THE FIRST & MONTHS	ACTUAL FOR THE SECOND & MONTHS		
Law Enforcement	To create a safer road and traffic environment for all road users through education and law enforcement	Law Enforcement	Month-end Report	Bi-Annually	1 000 000	1 000 000	500 000	369 823	600 000	494 551
		Regular Alco Road Blocks	Month-end Report	Bi-Annually	8 Road Blocks	8	4	7	4	6
		% progress made with the implementation of road marking and road signs business plan	Month-end Report	Bi-Annually	Paint Roads as per plan	50km	25km	11km	25km	78%
		Number of schools that underwent road safety training programme's	Month-end Report	Bi-Annually	Visit Schools - Road Safety	24	12	12	12	N/A
		Accommodation of Applicants with Services (As per Demand)	Month-end Reports	Bi-Annually	1 300 000	\$ 300 000	650 000	1024170	650 000	1040857
	Testing Centre	To render an efficient service in terms of testing to the residents of Eastdale	Feedback on the participation in Local, District and other sporting events	Record of Events	Annually	15	15	10	5	N/A
		To co-ordinate sport events	Number of events facilitated per annum	Events	Annually	2	2	1	1	N/A
		Development opportunities in Endembe Municipality	Records	6 Monthly	2	2	1	1	1	100%
		Upkeep of by-Laws	Records	Monthly	12	12	6	6	6	100%
		Timely checking and signing of clearance certificates	Records	Ongoing	12	13	6	2	6	100%
Legal & Estates	Timely provision of legal advice and Chequing Agendas to determine legal compliance of reports to Council	To keep up to date	Legal Advice	6 Monthly	Actual	Actual	198	Actual	153	-
		Procedures pertaining to Town Planning Amendments (Amendments and procedure follow)	Records	Monthly	10	10	9	11	9	107%
	Procedure pertaining to Town Planning Amendments (Amendments and procedure follow)	To keep up to date	Records	Monthly	Actual	Actual	Actual	Actual	Actual	2
		To keep up to date	Records	Monthly	Actual	Actual	Actual	Actual	Actual	Hand Log of Evidence